

---

---

# Federal Aviation Administration Center for Management Development

## Guest Handbook



---

---

June 1993











# Table of Contents

---

---

How Do I Make Phone Calls?.....	11
Emergency Numbers For The Center .....	12
<del>Use</del> of <b>FTS</b> Phones at <b>CMD</b> .....	12
How Do I Receive <del>Mail</del> ?.....	13
How Can I Cash A Check? .....	13
What Do I Do If I Need Medical <b>Care</b> ?.....	13
What About Security? .....	13
Where Can I Attend Religious Services? .....	13
What About Counseling Resources? .....	14
What About Shopping? .....	14
Where Is The Nearest Post Office? .....	14
Is There A Library Nearby? .....	14
What Opportunities Are There For Recreation?.....	15
Is There A Fitness or <del>Wellness</del> Program At <b>CMD</b> ? .....	16
What About Recreation Away From The Center? .....	16
Bike Path Map .....	17
Information Concerning Courses .....	19
Course Descriptions .....	19
Course Beginning/Ending Information .....	25
Evaluation .....	29
FAA Order <b>3110.16A</b> .....	31

---

---

# Federal Aviation Administration Center for Management Development

---

---

## Introduction

Welcome to the FAA Center for Management Development. We are pleased that you are attending a course at the center and we want to make your stay as rewarding and comfortable as possible.

This Student Handbook will give you some basic information about our center, the classes you'll be attending, and where you'll be living. We've included information on everything from arriving at the center to cashing a check--so read carefully.

## Welcome

## What Is The FAA Center For Management Development?

The FAA Center for Management Development has been in existence since **1971** and is the official management training school for FAA managers. The name reflects our focus on the continuing pursuit of excellence among FAA professionals.

Since **1971**, the FAA Center for Management Development has trained over **50,000** FAA managers--that's about **3,300** persons per year--to be more effective in their jobs. As you may know, the curriculum for the Center is a broad one and is designed to strengthen both the interpersonal and technical skills of FAA managers. All of the courses you'll be studying focus on your actual job functions to help you build the specific skills that you need to improve your management skills and job performance. While some of the courses are relatively short (four days), others range up to two weeks.

The Center's faculty is experienced in working with the specific challenges faced within the FAA environment. Credentials of the faculty members include many years of service with the FAA, the military, and other Federal, state, and local agencies.

**Educational Networks International, Inc.** provides technical support services such as media, library, logistics, research and evaluation, administrative, and wellness.

**Florida Aviation Management Development Associates**, a private sector management development and training organization, serves as instructional services contractor to the FAA.

**Embry-Riddle Aeronautical University** leases the center to the FAA and provides facility and support services.

**Ronald K. Vetter** provides electronic maintenance and property control services.

---

---

# Federal Aviation Administration Center for Management Development

---

---

## Introduction

Welcome to the FAA Center for Management Development. We are pleased that you are attending a course at the center and we want to make your stay as rewarding and comfortable as possible.

This Student Handbook will give you some basic information about our center, the classes you'll be attending, and where you'll be living. We've included information on everything from arriving at the center to cashing a check--so read carefully.

## Welcome

## What Is The FAA Center For Management Development?

The FAA Center for Management Development has been in existence since **1971** and is the official management training school for FAA managers. The name reflects our focus on the continuing pursuit of excellence among FAA professionals.

Since **1971**, the FAA Center for Management Development has trained over **50,000** FAA managers--that's about **3,300** persons per year--to be more effective in their jobs. As you may know, the curriculum for the Center is a broad one and is designed to strengthen both the interpersonal and technical skills of FAA managers. All of the courses you'll be studying focus on your actual job functions to help you build the specific skills that you need to improve your management skills and job performance. While some of the courses are relatively short (four days), others range up to two weeks.

The Center's faculty is experienced in working with the specific challenges faced within the FAA environment. Credentials of the faculty members include many years of service with the FAA, the military, and other Federal, state, and local agencies.

**Educational Networks International, Inc.** provides technical support services such as media, library, logistics, research and evaluation, administrative, and wellness.

**Florida Aviation Management Development Associates**, a private sector management development and training organization, serves as instructional services contractor to the FAA.

**Embry-Riddle Aeronautical University** leases the center to the FAA and provides facility and support services.

**Ronald K. Vetter** provides electronic maintenance and property control services.

---

---

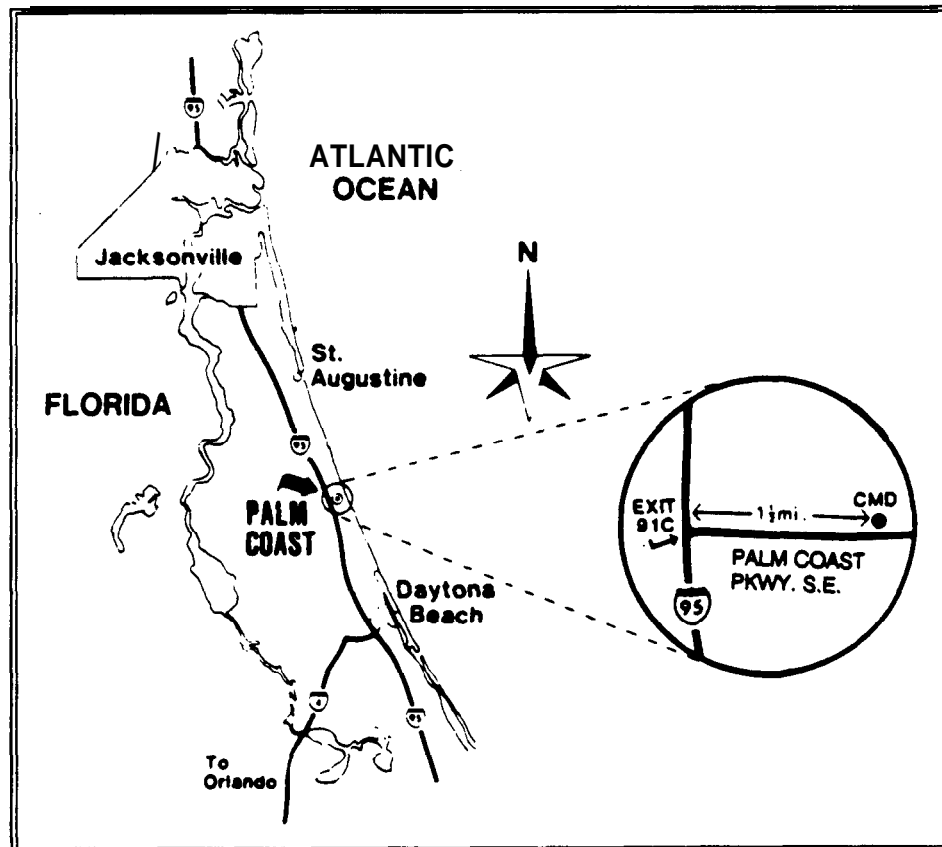
# Center for Management Development

---

## Where Is The FAA Center For Management Development Located?

The FAA Center for Management Development is located in a beautiful, new facility in Palm Coast, Florida. Palm Coast is on Florida's northeast coast, midway between St. Augustine and Daytona Beach, just **30** miles from Daytona Beach and St. Augustine. It is also conveniently located near other major urban centers in **Florida**—**65** miles to Jacksonville; **78** miles to Orlando; **281** miles to Miami; and **162** miles to Tampa.

Palm Coast, a relatively new and rapidly growing community is now home to approximately **17,000** residents and boasts several beautiful golf courses, a world class tennis facility, and other outstanding recreational facilities. It is minutes from **Flagler** Beach, one of Florida's loveliest beach areas. You will find palm trees, wooded areas, greenery, and flowers blooming year round.



# Center for Management Development

---

---

## If I Am Flying, How Will I Get To The Center?

If you are flying to Palm Coast, you will probably want to fly into Daytona Beach International Airport since it is much closer to Palm Coast than any other major area airport. Taxis and ground shuttles may be found just outside the baggage claim area of the airport.

The cost of ground transportation to Palm Coast varies depending on the number of passengers. You may wish to share a taxi or shuttle to **CMD** to reduce your ground transportation cost.

You should allow approximately **45** minutes to get from Palm Coast to Daytona Beach International Airport regardless of whether you are driving or taking commercial transportation. You should schedule your return flight home accordingly. The FAA staff will not approve early departures on the last day of classes solely for personal convenience.

## If I Am Driving, How Will I Get To The Center?

If you are driving to Palm Coast, travel north from Daytona Beach or south from Jacksonville on **I-95**, and take the Palm Coast Exit **91C**. Head east on Palm Coast Parkway Southeast past the traffic light approximately **1-1/2** miles to the center. The entrance to the center is on your left clearly marked by an illuminated sign. The center itself is bounded by Palm Coast Parkway Northeast and Southeast, **Colbert** Lane, and Fairways Circle. There is temporary parking for loading and unloading in the circular drive at the main entrance of the center. Ample student parking exists behind the north and south residence halls.

Note: Florida has a mandatory seat belt law. The law is enforced even though the state has not posted notice of the law on its highways. Florida Statute states that low beams should be used at all times during twilight in a.m. and p.m., fog, smoke, and rain. The rule for driving in the rain is, if you use your wind shield wipers, turn on your headlights. Florida legislation was also passed to enforce possible suspension of your driver's license if you are unable to pass the breath test. An open container law is also enforced. Passengers, as well as drivers, are fined for the presence of an open container of alcohol found in vehicles.

# Center for Management Development

---

---

## If I Am Flying, How Will I Get To The Center?

If you are flying to Palm Coast, you will probably want to fly into Daytona Beach International Airport since it is much closer to Palm Coast than any other major area airport. Taxis and ground shuttles may be found just outside the baggage claim area of the airport.

The cost of ground transportation to Palm Coast varies depending on the number of passengers. You may wish to share a taxi or shuttle to **CMD** to reduce your ground transportation cost.

You should allow approximately **45** minutes to get from Palm Coast to Daytona Beach International Airport regardless of whether you are driving or taking commercial transportation. You should schedule your return flight home accordingly. The FAA staff will not approve early departures on the last day of classes solely for personal convenience.

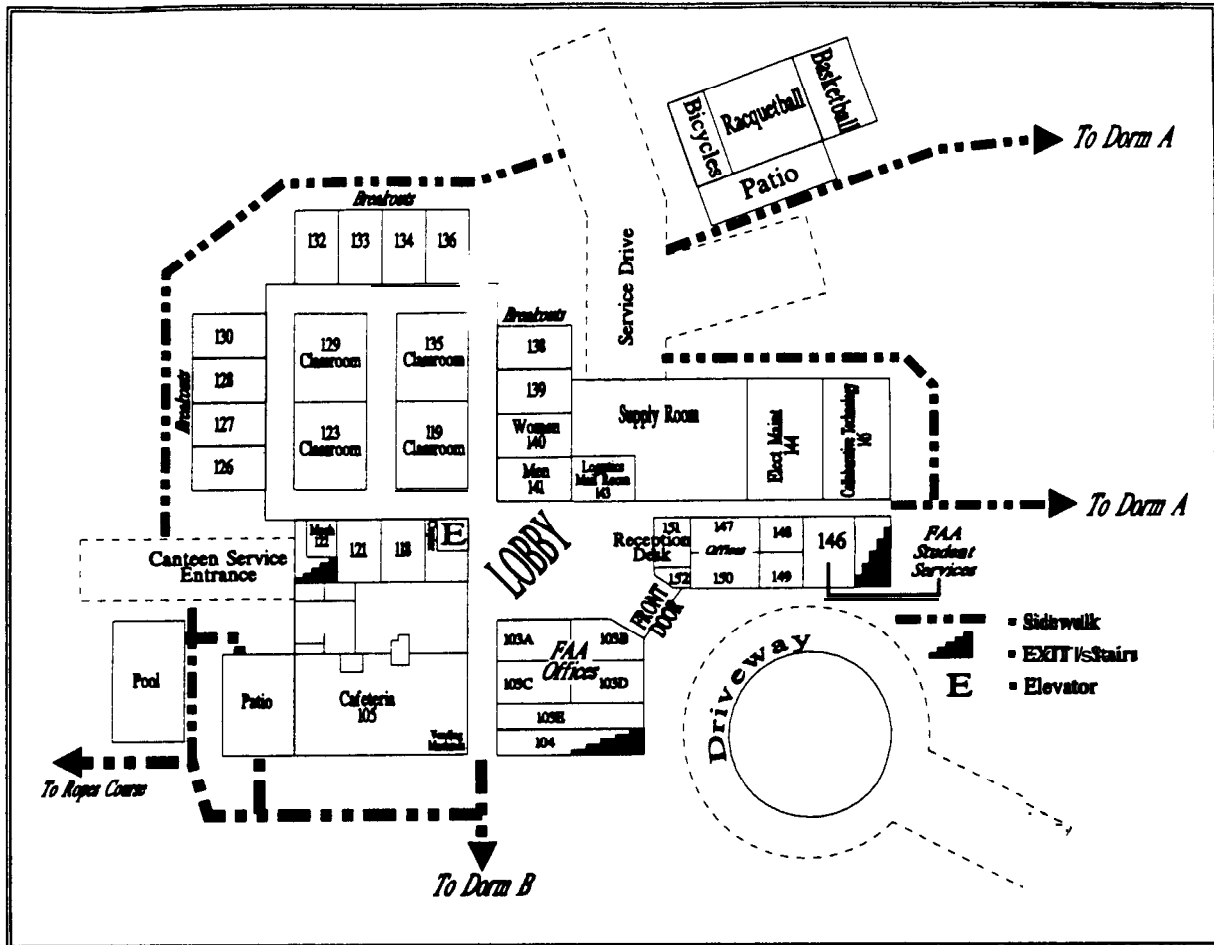
## If I Am Driving, How Will I Get To The Center?

If you are driving to Palm Coast, travel north from Daytona Beach or south from Jacksonville on **I-95**, and take the Palm Coast Exit **91C**. Head east on Palm Coast Parkway Southeast past the traffic light approximately **1-1/2** miles to the center. The entrance to the center is on your left clearly marked by an illuminated sign. The center itself is bounded by Palm Coast Parkway Northeast and Southeast, **Colbert** Lane, and Fairways Circle. There is temporary parking for loading and unloading in the circular drive at the main entrance of the center. Ample student parking exists behind the north and south residence halls.

Note: Florida has a mandatory seat belt law. The law is enforced even though the state has not posted notice of the law on its highways. Florida Statute states that low beams should be used at all times during twilight in a.m. and p.m., fog, smoke, and rain. The rule for driving in the rain is, if you use your wind shield wipers, turn on your headlights. Florida legislation was also passed to enforce possible suspension of your driver's license if you are unable to pass the breath test. An open container law is also enforced. Passengers, as well as drivers, are fined for the presence of an open container of alcohol found in vehicles.

# Center for Management Development

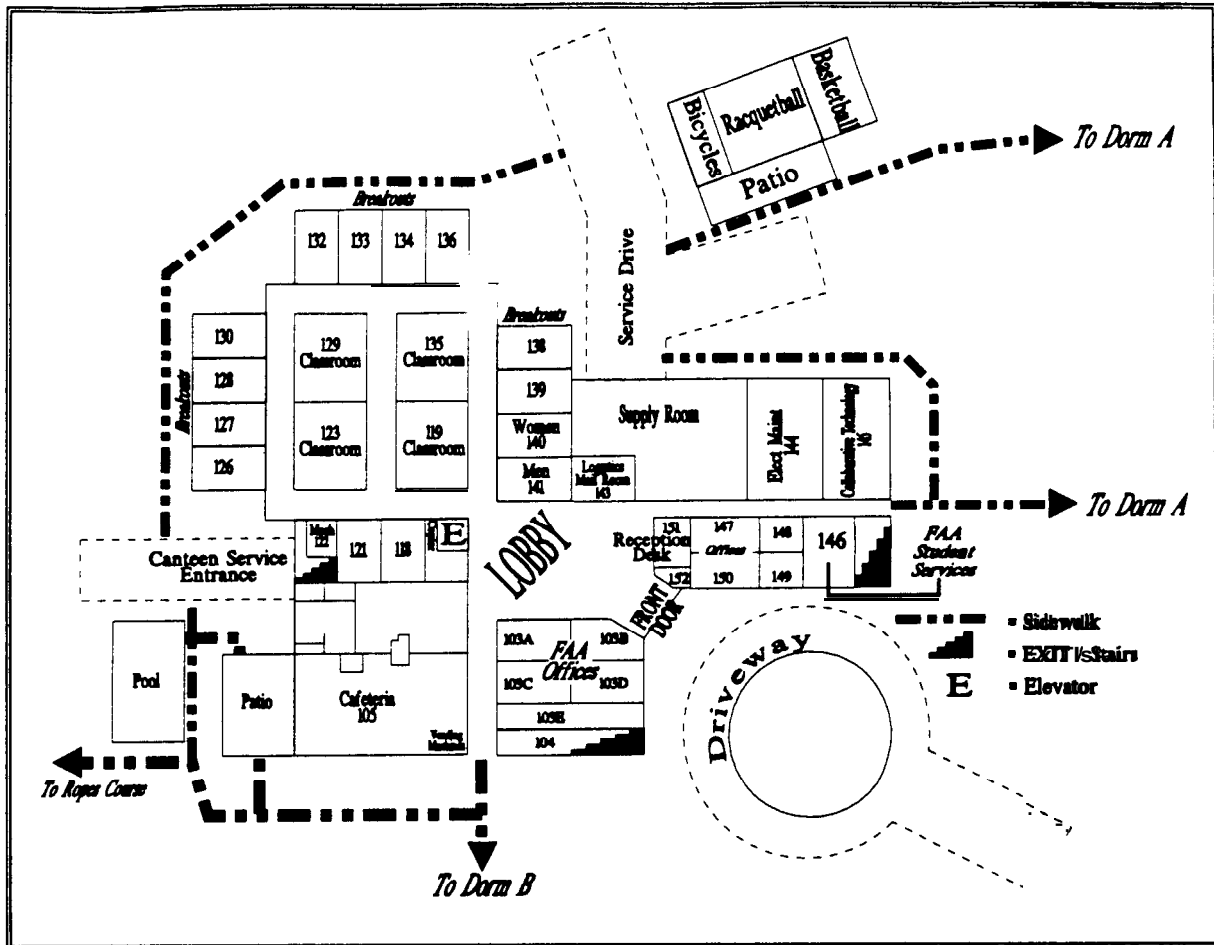
## How Can I Find My Classrooms?



Administration/Classroom  
1st Floor

# Center for Management Development

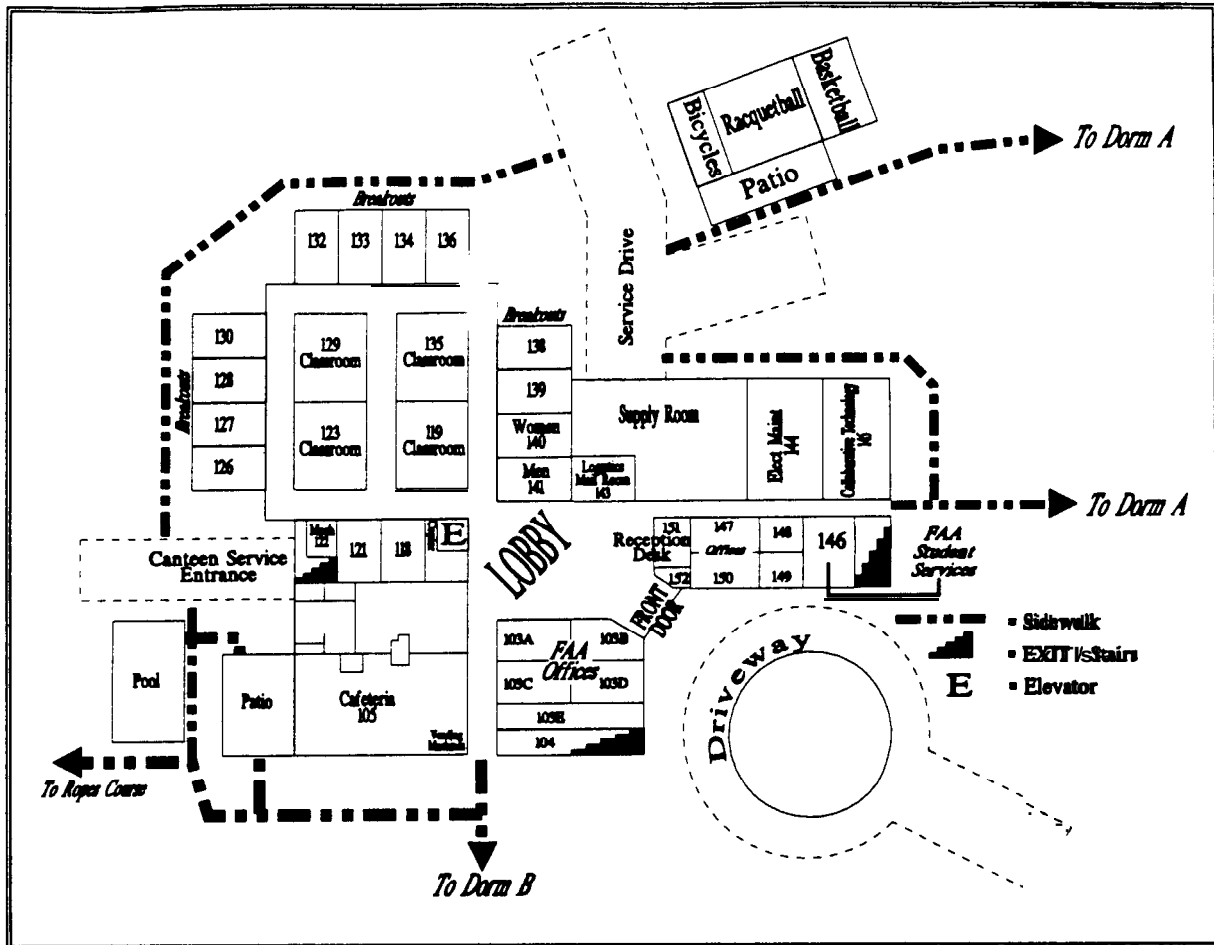
## How Can I Find My Classrooms?



Administration/Classroom  
1st Floor

# Center for Management Development

## How Can I Find My Classrooms?



Administration/Classroom  
1st Floor

# Center for Management Development

---

---

## May I Bring My Family or Guests?

You may invite your family or guests to visit you during non-class hours at the **CMD**; however, family members or guests are not permitted to remain at the center overnight. Current policy requires that guests leave the **CMD** by **12** midnight.

## May I Bring My Pets to the CMD?

Pets are not allowed at the center.

## May I Bring My Recreation Vehicle or Boat?

The Covenants and Restrictions in force in Palm Coast provide that no recreational vehicle (**RV**) may be parked in one location for more than **72** hours. They also provide that no one may sleep in an **RV** within the community of Palm Coast. The term **RV** includes recreational vehicles, trailers, campers, pickups with camper shells, boats, and vehicles modified for sleeping and/or residence.

## How Can I Get Around?

Most shops and other amenities in Palm Coast are within a fifteen minute walk of the center. You may also check out a bicycle from the front desk. In addition, a driver and vehicle are available at no cost to transport you to and from locations within the central Palm Coast community. This service is available to one location only without intermediate stops; however, you can arrange for a specific pick-up time and place after your errands, etc. are completed. Simply notify the front desk in advance when you need this service, and arrangements will be made for you. Hours of operation for the service are:

Monday through Friday:

**4:00 p.m. - 12:00 a.m.**

Saturday:

**12:00 p.m. - 12:00 a.m.**

Sunday:

**9:00 a.m. - 10:00 p.m.**

Rental car information is posted near the registration desk.

# Center for Management Development

---

---

## May I Bring My Family or Guests?

You may invite your family or guests to visit you during non-class hours at the **CMD**; however, family members or guests are not permitted to remain at the center overnight. Current policy requires that guests leave the **CMD** by **12** midnight.

## May I Bring My Pets to the CMD?

Pets are not allowed at the center.

## May I Bring My Recreation Vehicle or Boat?

The Covenants and Restrictions in force in Palm Coast provide that no recreational vehicle (**RV**) may be parked in one location for more than **72** hours. They also provide that no one may sleep in an **RV** within the community of Palm Coast. The term **RV** includes recreational vehicles, trailers, campers, pickups with camper shells, boats, and vehicles modified for sleeping and/or residence.

## How Can I Get Around?

Most shops and other amenities in Palm Coast are within a fifteen minute walk of the center. You may also check out a bicycle from the front desk. In addition, a driver and vehicle are available at no cost to transport you to and from locations within the central Palm Coast community. This service is available to one location only without intermediate stops; however, you can arrange for a specific pick-up time and place after your errands, etc. are completed. Simply notify the front desk in advance when you need this service, and arrangements will be made for you. Hours of operation for the service are:

Monday through Friday:

**4:00 p.m. - 12:00 a.m.**

Saturday:

**12:00 p.m. - 12:00 a.m.**

Sunday:

**9:00 a.m. - 10:00 p.m.**

Rental car information is posted near the registration desk.

# Center for Management Development

---

---

## What Should I Do If I Have Special Needs?

If you need special meals for any reason (religious or medical), contact your Training Branch personnel and notify them of your special dietary requirements in advance of your travel. If you have special physical needs, contact FAA Student Services in Room CI 46, or by telephone at **904-446-7154**.

## Where Can I Do My Laundry?

The first floor of each residence hall contains coin-operated washers and dryers and coin-operated vending machines with soap and bleaches. The laundry rooms are open **24** hours a day. Dry cleaners are located at the nearby Old Kings Commons Shopping Center immediately west of the Palm Harbor Shopping Village and also at St. Joe Plaza, west of **I-95**.

## Where Can I Ship A Package?

You can ship a package at the U.S. Post Office in Palm Coast. (See **Where Is The Nearest Post Office?**, page **14**). If you wish to use United Parcel Service (UPS), the pick up station is located in the Old Kings Common Shopping Center.

## How Do I Make Phone Calls?

If someone needs to reach you, the main number at the center is **904-446-7000**. There are individual direct dial telephones in your rooms. If you receive a call when you are not available, the light on the phone will light up and alert you that you have received a call. You can dial **"0"** for operator to receive your messages or you can check at the front desk during class breaks to see if there are any messages for you.

In case you receive an emergency message during class, a representative of Student Services will contact you in your classroom. Family members may contact the FAA staff at **904-446-7154** in the event of an emergency.

The guidelines on the following page will help you to use the **CMD** telephone system.

# Center for Management Development

---

---

## Emergency Numbers For The Center

If an emergency develops and you need assistance while at the center, call extension **33**.

### Use of **FTS** Phones at **CMD**

**1. Responsibility:** As responsible management officials, we request your assistance in holding down the cost of **FTS** to the lowest reasonable level.

**2. Guidelines:**

a. Please do not make regular calls to the office just to "stay in touch." Limit routine calls to your office to once a week for 5 minutes or less to allow other students equal access. Of course, the **FTS** is available to whatever extent necessary for important **official** business calls.

b. Brief **FTS** calls to non-FAA phones may be made at the discretion of the caller for official business reasons such as coordination of airline reservations, arranging transportation from the airport to residence, coordinating permanent change of station moves, etc. To the extent possible, calls of this nature should be made before 8 a.m. and after 5 p.m.

**3. Call Tracking:** A computer program associated with the telephone system tracks numbers called, length of calls, time of day of each call, etc. The **CMD** does **not** make recordings of actual conversations. However, the General Services Administration which provides **FTS** service may record calls as a spot check of official business use.

**4. FTS Phone Location:** Phones available for student use are located in the lobby near the reception desk.

**5. For additional Information** on the use of the **CMD** telephone system refer to the **CMD** telephone book.

**6. Dialing Instructions:**

Local .....	<b>4-xxx-xxxx</b>
Personal Toll .....	<b>9-0-(xxx)-Xxx-XxXx</b>
Toll Free .....	<b>4-1-800-xxx-xxxx</b>
<b>FIS</b> .....	<b>8-1-(xxx)-xxx-xxxx</b>

# Center for Management Development

---

---

## Emergency Numbers For The Center

If an emergency develops and you need assistance while at the center, call extension **33**.

### Use of **FTS** Phones at **CMD**

**1. Responsibility:** As responsible management officials, we request your assistance in holding down the cost of **FTS** to the lowest reasonable level.

**2. Guidelines:**

a. Please do not make regular calls to the office just to "stay in touch." Limit routine calls to your office to once a week for 5 minutes or less to allow other students equal access. Of course, the **FTS** is available to whatever extent necessary for important **official** business calls.

b. Brief **FTS** calls to non-FAA phones may be made at the discretion of the caller for official business reasons such as coordination of airline reservations, arranging transportation from the airport to residence, coordinating permanent change of station moves, etc. To the extent possible, calls of this nature should be made before 8 a.m. and after 5 p.m.

**3. Call Tracking:** A computer program associated with the telephone system tracks numbers called, length of calls, time of day of each call, etc. The **CMD** does **not** make recordings of actual conversations. However, the General Services Administration which provides **FTS** service may record calls as a spot check of official business use.

**4. FTS Phone Location:** Phones available for student use are located in the lobby near the reception desk.

**5. For additional Information** on the use of the **CMD** telephone system refer to the **CMD** telephone book.

**6. Dialing Instructions:**

Local .....	<b>4-xxx-xxxx</b>
Personal Toll .....	<b>9-0-(xxx)-Xxx-XxXx</b>
Toll Free .....	<b>4-1-800-xxx-xxxx</b>
<b>FIS</b> .....	<b>8-1-(xxx)-xxx-xxxx</b>

# Center for Management Development

---

---

## What About Counseling Resources?

A variety of counseling resource listings are available at the front desk.

## What About Shopping?

There are several shopping centers in Palm Coast. The two largest, Old Kings Commons and Palm Harbor Shopping Village are on either side of Old Kings Road on the north side of Palm Coast Parkway Northeast. Both are approximately a fifteen minute walk from the Center. Between them you will find several restaurants, a grocery store, drug store, and a variety of shops. A smaller shopping area, St. Joe Plaza, is approximately two miles west of **I-95** on Palm Coast Parkway Southwest. St. Joe Plaza features two restaurants, a dry cleaners, and a three-screen motion picture theater. There is also a small shopping area across from the fire house on Palm Coast Parkway Northeast, about a ten minute walk from the center. It includes a convenience store, pharmacy, and video rental shop.

## Where Is The Nearest Post Office?

Palm Coast is proud of its new post office. It is located on Pine Cone Drive, between Palm Coast Parkway Northwest and Palm Coast Parkway Southwest, approximately 1 mile west of **I-95**.

## Is There A Library Nearby?

There is a library located in Room **235** of the main building. There you will find books, periodicals, video tapes, computer programs, a complete set of **FAA Orders**, etc. You may also find donated materials, books, magazines, bibles, etc. in each of the residence hall lounges.

<b>Hours:</b>	<b>8:00</b> a.m. - <b>9:00</b> p.m.	Monday - Thursday
	<b>8:00</b> a.m. - <b>5:00</b> p.m.	Friday
	<b>1:00</b> p.m. - <b>5:00</b> p.m.	Saturday
	<b>1:00</b> p.m. - <b>9:00</b> p.m.	Sunday

A branch of the **Flagler** County Public Library is located in the Palm Harbor Shopping Village. Hours are **10:00** a.m. to **6:00** p.m. daily (Monday through Friday), plus evening hours to **8:00** p.m. on Thursday, and **10:00** a.m. to **1:00** p.m. Saturdays. You may check out books by showing your FAA identification card, but will be expected to fill out a registration card that includes your home mailing address.

# Center for Management Development

---

---

## What Opportunities Are There For Recreation?

You'll be delighted to discover that there are many opportunities for recreation at Palm Coast. You will be able to go biking, swimming, jogging, fishing, play tennis, racquet ball, basketball, or golf, rent boats and even work out in the residence hall exercise rooms during your free hours. At **CMD** you will find a swimming pool, bicycles, racquet ball courts and a basketball court.

There are five championship golf courses, a world-class tennis and racquetball club, a beach club and a swim and tennis club also in Palm Coast. You may use these facilities for a customary fee. If you plan to play golf or tennis, please be aware that all of the clubs require proper attire, including collared shirts for gentlemen. Equipment rentals are available at each of the clubs. More information is available at the reception desk.

If you are interested in biking, you can check out bicycles from the receptionist at no charge. Fifteen miles of off-road, paved bicycle trails (for walking and jogging, too) run through Palm Coast. Portions of the trails border the north, west, and south perimeters of the campus. A bike path map is available on the next page. If you bring your own bicycle, you can check out a lock and cable at the front desk and park it in our bicycle shed. Bicycles are not allowed in **CMD** buildings.

You may also check out volleyball equipment, soccerballs, basketballs, and other sporting equipment from the front desk of the main building.

You will also find combination exercise machines on the second floors of each residence hall.

If you want to swim in the ocean or go to the beach, it's only two miles across the high-rise bridge. There is a toll charge for automobiles; however, there is no charge for foot traffic or bicycles. One word of caution: in many public places you are not allowed to carry an open container of any alcoholic beverage, even an empty container. The law varies among cities and counties in Florida.

### Hours of Operation for **CMD** Fitness/Recreation Facilities

	OPEN	CLOSE
<b>Aerobics</b> (except Saturday and Sunday)	<b>5:15</b> PM	<b>6:15</b> PM
Pool	<b>5<del>AM</del></b>	<b>11</b> PM
Racquetball	<b>5<del>AM</del></b>	<b>11</b> PM
Basketball	<b>7<del>AM</del></b>	<b>11</b> PM
Volley Ball	Unlimited	
Bicycles	Unlimited	

Facilities are provided for use by **CMD** students; no guests allowed.

---

---

# Center for Management Development

---

---

## What Opportunities Are There For Recreation?

You'll be delighted to discover that there are many opportunities for recreation at Palm Coast. You will be able to go biking, swimming, jogging, fishing, play tennis, racquet ball, basketball, or golf, rent boats and even work out in the residence hall exercise rooms during your free hours. At **CMD** you will find a swimming pool, bicycles, racquet ball courts and a basketball court.

There are five championship golf courses, a world-class tennis and racquetball club, a beach club and a swim and tennis club also in Palm Coast. You may use these facilities for a customary fee. If you plan to play golf or tennis, please be aware that all of the clubs require proper attire, including collared shirts for gentlemen. Equipment rentals are available at each of the clubs. More information is available at the reception desk.

If you are interested in biking, you can check out bicycles from the receptionist at no charge. Fifteen miles of off-road, paved bicycle trails (for walking and jogging, too) run through Palm Coast. Portions of the trails border the north, west, and south perimeters of the campus. A bike path map is available on the next page. If you bring your own bicycle, you can check out a lock and cable at the front desk and park it in our bicycle shed. Bicycles are not allowed in **CMD** buildings.

You may also check out volleyball equipment, soccerballs, basketballs, and other sporting equipment from the front desk of the main building.

You will also find combination exercise machines on the second floors of each residence hall.

If you want to swim in the ocean or go to the beach, it's only two miles across the high-rise bridge. There is a toll charge for automobiles; however, there is no charge for foot traffic or bicycles. One word of caution: in many public places you are not allowed to carry an open container of any alcoholic beverage, even an empty container. The law varies among cities and counties in Florida.

### Hours of Operation for **CMD** Fitness/Recreation Facilities

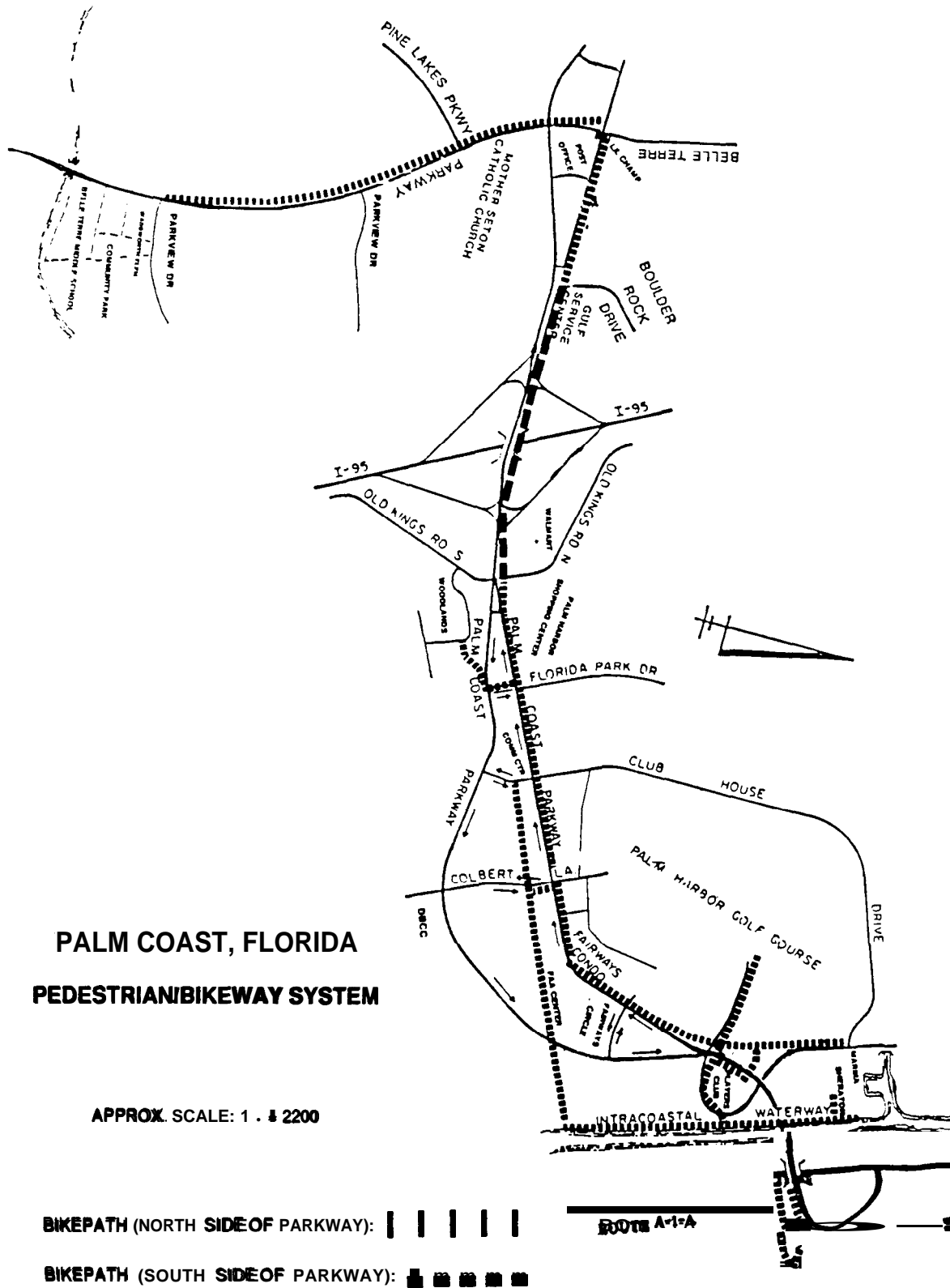
	OPEN	CLOSE
<b>Aerobics</b> (except Saturday and Sunday)	<b>5:15</b> PM	<b>6:15</b> PM
Pool	<b>5</b> AM	<b>11</b> PM
Racquetball	<b>5</b> AM	<b>11</b> PM
Basketball	<b>7</b> AM	<b>11</b> PM
Volley Ball	Unlimited	
Bicycles	Unlimited	

Facilities are provided for use by **CMD** students; no guests allowed.

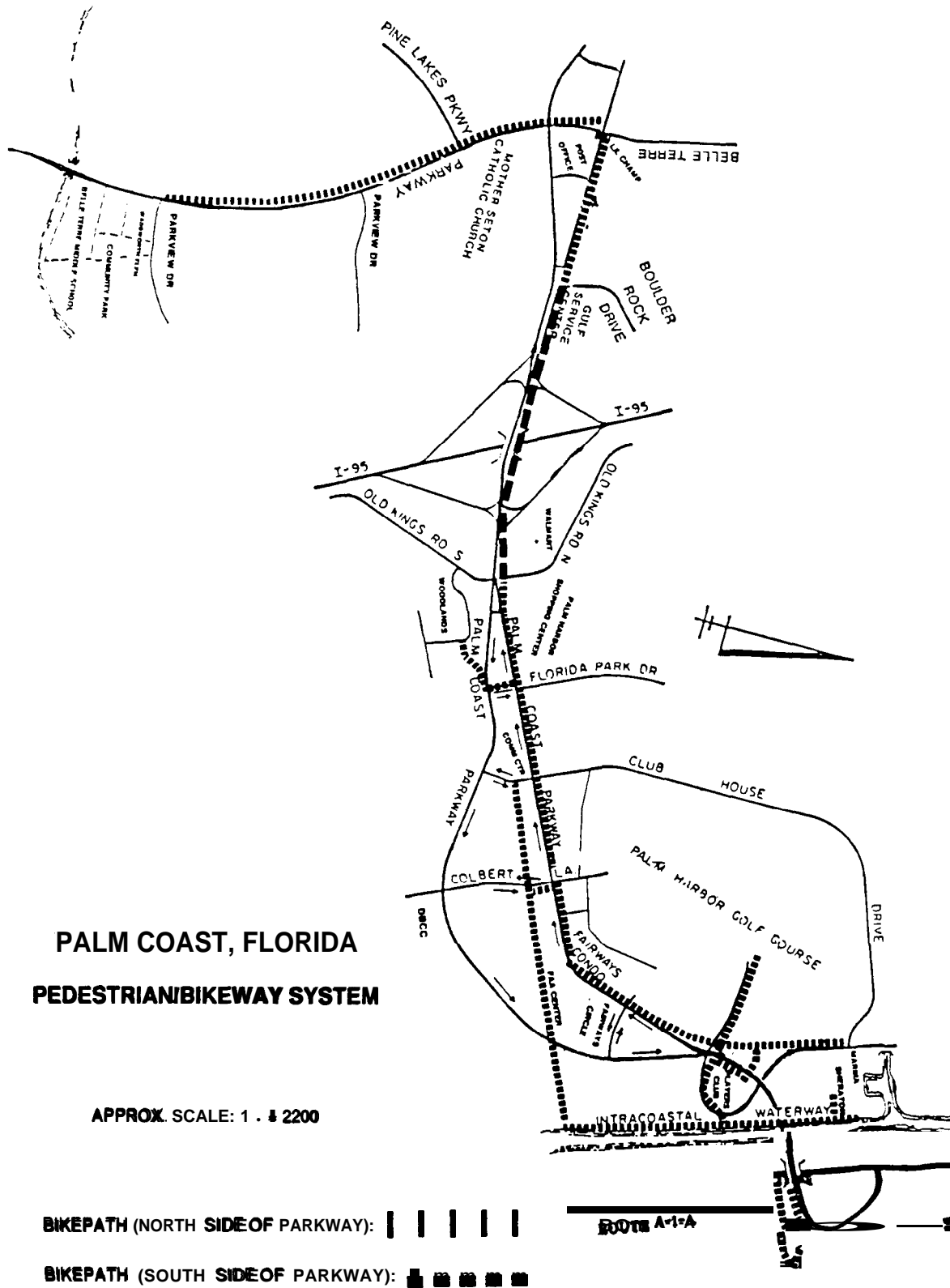
---

---

# Center for Management Development



# Center for Management Development



# Center for Management Development

---

---

## Course Descriptions

### Information Concerning Courses

Information concerning courses taught at the FAA Center for Management Development can be obtained from Regional **TPMOs**, or by contacting the FAA Manager's office at the Center for Management Development.

## SUPERVISORY CURRICULUM

### **01146 Supervisory Skills Enhancement (SSE)**

This course is built around five critical supervisory competency areas: Judgment, Problem Solving and Analytical Ability, Decisiveness, Organizing and Planning, and Direction and Motivation. This course is designed for current supervisors who have not been to **LDP-I** and **LDP-III** and for **supervisors** who are **SIDP** participants. The emphasis in the training is on current skills and personal accountability. The approach is discussions with skill building exercises. Generally, the course is presented in the field as part of the curriculum for supervisors and managers, and meets the requirement for periodic management development.

### **01203 Constructive Discipline**

This course is designed for supervisors and middle managers who have completed the Supervisor's Course, Phase I, **01200**; the Leadership Development Program, Phase I, **01210**; the Manager's Course, **01300**; or the Manager's Course, Phase I, **01275**. Classroom instruction includes disciplinary principles, the appeals process, disciplinary grievances, disciplinary problems, and the code of ethics for government service. Laboratory sessions apply information taught in the classroom in a simulated environment.

### **01205 Labor Management Relations**

This course is for all supervisors and middle managers who deal with labor organizations on a continuing basis. Classroom instruction emphasizes fundamental principles of collective bargaining in accordance with applicable statutes and regulations, prevention of unfair labor practices, and agreement administration. Major current national agreements are used in the instruction, with emphasis on the proper way to handle different types of grievances. Attendance at this course meets the requirement for periodic management development.

# Center for Management Development

---

---

## **01210 Leadership Development Program, Phase I (LDP-I)**

This course is required for all newly selected supervisors. The course provides extensive practice and feedback in the areas of supervisor qualities, organizational awareness, performance management, and personnel issues. A key concluding activity involves the development of a student action plan which serves as the basis for a linking activity during the six to eighteen month period between completion of **LDP-I** and attendance at the Leadership Development Program, Phase II (**LDP-II**). A **pre-training** package requiring approximately eight hours of self-study covering the subjects of Equal Employment Opportunity, Labor Management Relations, Performance Management System, Conduct and Discipline, and the Employee Assistance Program will be sent to all students enrolled in **LDP-I** approximately six weeks in advance of the start date of class. This **pre-training** must be completed before the beginning of class.

## **01211 Leadership Development Program, Phase II (LDP-II)**

The Leadership Development Program, Phase II (**LDP-II**) is the sequel to the Leadership Development Program, Phase I, which taught supervisors interpersonal skills as well as basic FAA policies and procedures. **LDP-II** totally immerses the participants in experiential activities to build skills in self awareness, planning, problem solving, and team focus. The course requires completion of an assessment instrument by peers, subordinates, self, and manager in order to provide students, with a profile of the competency areas they will need to concentrate on developing in **LDP-II**. Using simulations, outdoor challenge activities and case studies, the course builds self-directed supervisors who are enabled as leaders. Information used in simulations, skill practices and case studies will be based upon on-the-job situations encountered by FAA supervisors.

## **01213 Leadership Development for instructors (LDI)**

This course provides academy instructors with practice and feedback in leading their students through their technical training experiences. The same skills that supervisors learn in **LDP-I** form the backbone of this **5** day course, sequenced within the overall themes of total quality management and accountability. Behavior modeling sessions build techniques for communicating course expectations and ratings, coaching, and managing conflict in classroom situations.

# Center for Management Development

---

---

## **01215 Individual and Team Effectiveness (ITE)**

Intact work groups can participate in this three-day team building program which builds skills in principle-centered action. Delivered in the field, **ITE** fosters a trusting, honest system of communicating, planning and decision making, and holding members accountable.

## **01216 Supervisory Reinforcement Training (SRT)**

This is a **3-1/2** day course for experienced supervisors who have completed SC-I and SC-II, or **LDP-I** and **LDP-III** prior to March **1991**. Supervisors will develop a personal mission statement and practice supervisory strategies that promote very high levels of work group effectiveness. This course is designed to reinforce skills learned in the earlier supervisory courses, and to extend the concepts and techniques taught new supervisors to the population of veteran supervisors.

## **01524 Staff Work**

This course is designed for agency staff personnel, to provide them with the knowledge and skills that will enable them to perform effectively in the role of support to management and the agency. Key areas of concentration are in staff and organizational relationships, effective writing and speaking, and problem solving. Major subdivisions of the course are roles and responsibilities; problem solving; human factors; communication (written and oral); planning and controlling work; data collection and presentation; and staff studies. A major concentration of class time is devoted to a “hands-on” working through of a complete staff study process.

## **MANAGERIAL CURRICULUM**

## **01155 Managing Resources and Programs**

The course is an experiential approach to dealing with new individuals and team view and interpret the resources available to them. The course enlarges the student’s view of influence and resources through a variety of exercises designed to demonstrate the rewards possible through this expanded view. The course incorporates state-of-the-art technologies to assist in planning, brainstorming, and other collaborative methods. The target population would be graduates of either **LDP-I**, **LDP-III**, or **MA-I**. Program Managers in the range of **GS/GM-13** and above would benefit the most from this revised course design.

---

---

# Center for Management Development

---

---

## **01158 Intact Work Groups**

This course will be tailored to the needs of the intact work group audience. It may consist of an existing course, an abbreviated delivery of an existing course, or facilitation around a specific issue (visioning, goals and objectives, teambuilding, etc.). The overall outcome is to build community and shared commitment to issues facing the work group. The **CMD** staff may be augmented by an internal/external consultant currently working with the group. Selection of groups to participate will be made by the **CMD** in collaboration with the representatives from other organizations.

## **01206 Personal Empowerment**

This highly experiential course is intended to expand students' self-awareness. Course activities focus on experiencing new behaviors leading to increased effectiveness in communication; discussion and feedback are used extensively in the course. Upon completion of the course, students will be able to demonstrate effective communication skills which will enhance their day to day organizational operations. Target audience is experienced supervisors and managers (more than three years of experience). This course meets the requirement for periodic management development.

## **01274 The DOT Manager's Course, Phase I The Power of Vision (POV-I)**

The Power of Vision course is a five day course for all newly appointed DOT managers, particularly those at regional and headquarters levels. Using an intermodal theme throughout, it is designed to provide skills and knowledges necessary to assume a leadership role in any DOT organization. Activities will be similar to those in the Manager's Course (**01275**) with a decidedly departmental flavor. Instruction is student-centered and uses approaches such as self-diagnosis, individual and group problem solving, and case studies.

## **01275 The Manager's Course, Phase I Establishing An Agenda (MA-I)**

Establishing an Agenda, the initial core course of the managerial curriculum, is a 5 day course required for newly selected managers. It is designed to provide the skills and knowledge necessary for managers to assume a leadership role in their new organization. It is intended to help them set a tone for their facility and enable them to clearly articulate a vision for their organization. This purpose will be achieved through three outcomes:

# Center for Management Development

---

---

1. Creation of a personal development plan.
2. Development of an agenda for implementing an organizational plan.
3. Articulation of an agenda for implementing an organizational plan.

A number of objectives and activities support these outcomes.

## **01276 The Manager's Course, Phase II Expanding Your Influence (MA-ii)**

This required course is designed for FAA managers that have been in mid-level management positions for one to five years. It is an opportunity for an intensive self-awareness experience leading to an appreciation for the role of the manager in the creation of the organizational environment. An experiential analysis of one's current organizational relationships as a basis for development of a more effective organization is a major focus of the course.

## **01277 Creating New Realities (CNR)**

This course is for seasoned managers that have completed either MA-I or MA-II or the **SEM** (Strategies for Experienced Managers). Managing Change is also a recommended prerequisite for attendance. Although not a required course, this course will assist visionary leaders in generating organizational breakthroughs that create new realities for the Agency. Emphasis will be placed on ethics, systems thinking, and creativity.

## **01278 Strategies for Experienced Managers (SEM)**

This course is for seasoned managers that have not had nor are they eligible for **MA-1** or **MA-2**. This course, based on the principles of MA-I and MA-II, engages experienced managers in creating visionary growth and support systems for their organizations.

## **01279 The DOT Manager's Course The Power of Vision (POVS)**

The Power of Vision course (**POVS**) will provide the skills and knowledge necessary for managers to maximize their leadership role and effectively support new organizational directions. Nominees must have served in a managerial position for at least **18** months at the GM **14/15** level. Using an experiential approach to learning, the course focuses on:

- Empowerment and understanding of self to become a resource for organizational change;
- Organizational visioning and strategic planning; and
- Intermodal thinking, learning and DOT team building.

# Center for Management Development

---

---

1. Creation of a personal development plan.
2. Development of an agenda for implementing an organizational plan.
3. Articulation of an agenda for implementing an organizational plan.

A number of objectives and activities support these outcomes.

## **01276 The Manager's Course, Phase II Expanding Your Influence (MA-ii)**

This required course is designed for FAA managers that have been in mid-level management positions for one to five years. It is an opportunity for an intensive self-awareness experience leading to an appreciation for the role of the manager in the creation of the organizational environment. An experiential analysis of one's current organizational relationships as a basis for development of a more effective organization is a major focus of the course.

## **01277 Creating New Realities (CNR)**

This course is for seasoned managers that have completed either MA-I or MA-II or the **SEM** (Strategies for Experienced Managers). Managing Change is also a recommended prerequisite for attendance. Although not a required course, this course will assist visionary leaders in generating organizational breakthroughs that create new realities for the Agency. Emphasis will be placed on ethics, systems thinking, and creativity.

## **01278 Strategies for Experienced Managers (SEM)**

This course is for seasoned managers that have not had nor are they eligible for **MA-1** or **MA-2**. This course, based on the principles of MA-I and MA-II, engages experienced managers in creating visionary growth and support systems for their organizations.

## **01279 The DOT Manager's Course The Power of Vision (POVS)**

The Power of Vision course (**POVS**) will provide the skills and knowledge necessary for managers to maximize their leadership role and effectively support new organizational directions. Nominees must have served in a managerial position for at least **18** months at the GM **14/15** level. Using an experiential approach to learning, the course focuses on:

- Empowerment and understanding of self to become a resource for organizational change;
- Organizational visioning and strategic planning; and
- Intermodal thinking, learning and DOT team building.

# Center for Management Development

---

---

## Supervisory Curriculum Course Beginning/Ending Information

Course Number	Title	Begins/Ends	Number of Hours/Weeks	
<del>01146</del>	Supervisory Skills Enhancement	Monday, <del>8:00</del> a.m. Friday, <del>12:00</del> noon	<b>36</b>	1
<del>01203</del>	Constructive Discipline	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01205</del>	Labor Management Relations	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01210</del>	Leadership Development Program, Phase I	Tuesday, <del>8:00</del> a.m. Thursday, <del>12:00</del> noon	<b>67</b>	2
<del>01211</del>	Leadership Development Program, Phase II	Tuesday, <del>8:00</del> a.m. Thursday, <del>11:00</del> a.m.	<b>60</b>	2
<del>01213</del>	Leadership Development for Instructors	Monday, <del>8:00</del> a.m. Friday, <del>3:00</del> p.m.	<b>39</b>	1
<del>01215</del>	Individual and Team Effectiveness	Tuesday, <del>8:00</del> a.m. Thursday, <del>4:30</del> p.m.	<b>24</b>	1
<del>01216</del>	Supervisory Reinforcement Training	Tuesday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>27</b>	1
<del>01524</del>	Staff Work	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1

# Center for Management Development

---

---

## Supervisory Curriculum Course Beginning/Ending Information

Course Number	Title	Begins/Ends	Number of Hours/Weeks	
<del>01146</del>	Supervisory Skills Enhancement	Monday, <del>8:00</del> a.m. Friday, <del>12:00</del> noon	<b>36</b>	1
<del>01203</del>	Constructive Discipline	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01205</del>	Labor Management Relations	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01210</del>	Leadership Development Program, Phase I	Tuesday, <del>8:00</del> a.m. Thursday, <del>12:00</del> noon	<b>67</b>	2
<del>01211</del>	Leadership Development Program, Phase II	Tuesday, <del>8:00</del> a.m. Thursday, <del>11:00</del> a.m.	<b>60</b>	2
<del>01213</del>	Leadership Development for Instructors	Monday, <del>8:00</del> a.m. Friday, <del>3:00</del> p.m.	<b>39</b>	1
<del>01215</del>	Individual and Team Effectiveness	Tuesday, <del>8:00</del> a.m. Thursday, <del>4:30</del> p.m.	<b>24</b>	1
<del>01216</del>	Supervisory Reinforcement Training	Tuesday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>27</b>	1
<del>01524</del>	Staff Work	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1

# Center for Management Development

---

---

## Supervisory Curriculum Course Beginning/Ending Information

Course Number	Title	Begins/Ends	Number of Hours/Weeks	
<del>01146</del>	Supervisory Skills Enhancement	Monday, <del>8:00</del> a.m. Friday, <del>12:00</del> noon	<b>36</b>	1
<del>01203</del>	Constructive Discipline	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01205</del>	Labor Management Relations	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1
<del>01210</del>	Leadership Development Program, Phase I	Tuesday, <del>8:00</del> a.m. Thursday, <del>12:00</del> noon	<b>67</b>	2
<del>01211</del>	Leadership Development Program, Phase II	Tuesday, <del>8:00</del> a.m. Thursday, <del>11:00</del> a.m.	<b>60</b>	2
<del>01213</del>	Leadership Development for Instructors	Monday, <del>8:00</del> a.m. Friday, <del>3:00</del> p.m.	<b>39</b>	1
<del>01215</del>	Individual and Team Effectiveness	Tuesday, <del>8:00</del> a.m. Thursday, <del>4:30</del> p.m.	<b>24</b>	1
<del>01216</del>	Supervisory Reinforcement Training	Tuesday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>27</b>	1
<del>01524</del>	Staff Work	Monday, <del>8:00</del> a.m. Friday, <del>11:00</del> a.m.	<b>35</b>	1







04/07/93

**SUBJ:FAA CENTER FOR MANAGEMENT DEVELOPMENT TRAINING**

1. ~~PURPOSE~~ Order restates and revises procedures for training of agency personnel at the Center for Management Development (**CMD**). The information provided is of importance to officials responsible for enrolling personnel in **CMD** courses and to the enrollees.

2. DISTRIBUTION. This order is distributed to all managers and supervisors in Washington, the regions, Aeronautical Center, and FAA Technical Center; all Training Program Management Officers (**TPMOs**); and all field offices and facilities.

3. CANCELLATION. Order 3110.16, n a g e m e n t   D e v e l o p m e n t Training, is canceled.

4. MAIL AND TELEPHONE. Mail and telephone contact with **CMD** can be made at:

Center for Management Development  
Department of Transportation  
Federal Aviation Administration  
4500 Palm Coast Parkway Southeast  
Palm Coast, Florida 32137-8007  
Telephone: (904) 446-7000 (**FTS** and Commercial)

5. MANAGEMENT OF ENROLLMENTS.

a. Spaces in **CMD** classes are an expensive and scarce resource. Personnel involved in training administration and enrollees are urged to make every effort to fill **each** assigned space in a timely manner. Specific courses have **precourse** work which necessitates enrollment by particular deadlines. Students without completed **precourse** work may not be allowed to attend training.

b. Regions, FAA Headquarters, and Centers should identify qualified alternate candidates where such candidates are available; identify enrollees in later classes who could be enrolled earlier; and make their additional requirements known through the Consolidated Personnel Management Information System (**CPMIS**) to ensure maximum use of spaces in **CMD** classes.

04/07/93

---

**SUBJ:FAA CENTER FOR MANAGEMENT DEVELOPMENT TRAINING**

---

1. ~~PURPOSE~~ Order restates and revises procedures for training of agency personnel at the Center for Management Development (**CMD**). The information provided is of importance to officials responsible for enrolling personnel in **CMD** courses and to the enrollees.

2. DISTRIBUTION. This order is distributed to all managers and supervisors in Washington, the regions, Aeronautical Center, and FAA Technical Center; all Training Program Management Officers (**TPMOs**); and all field offices and facilities.

3. CANCELLATION. Order 3110.16, n a g e m e n t   D e v e l o p m e n t Training, is canceled.

4. MAIL AND TELEPHONE. Mail and telephone contact with **CMD** can be made at:

Center for Management Development  
Department of Transportation  
Federal Aviation Administration  
4500 Palm Coast Parkway Southeast  
Palm Coast, Florida 32137-8007  
Telephone: (904) 446-7000 (**FTS** and Commercial)

5. MANAGEMENT OF ENROLLMENTS.

a. Spaces in **CMD** classes are an expensive and scarce resource. Personnel involved in training administration and enrollees are urged to make every effort to fill **each** assigned space in a timely manner. Specific courses have **precourse** work which necessitates enrollment by particular deadlines. Students without completed **precourse** work may not be allowed to attend training.

b. Regions, FAA Headquarters, and Centers should identify qualified alternate candidates where such candidates are available; identify enrollees in later classes who could be enrolled earlier; and make their additional requirements known through the Consolidated Personnel Management Information System (**CPMIS**) to ensure maximum use of spaces in **CMD** classes.

f. Arrangements may be made to accommodate medically or religiously necessary requirements such as special meals, rooms accessible for persons confined to wheelchairs, handicapped parking, etc. **TPMOs** are required to advise **CMD** of students with special needs at least 5 days prior to their arrival.

g. Since lodging and three meals a day are Government furnished at **CMD**, limited per diem for incidentals is authorized. Refer to Order **1500.14A**, Travel Manual, for the current rate when preparing travel orders.

h. In accordance with agency regulations, most areas of **CMD** other than certain private dormitory rooms have been designated as non-smoking areas. For the safety and health of all personnel, strict adherence to the smoking rules at **CMD** shall be required by all students, staff, and visitors.

i. Palm Coast is a small community with the **CMD** as one of its most visible facilities. In order to preserve and enhance the public's perception of the FAA and its employees, the FAA staff and students are expected to conduct themselves in a manner consistent with their roles as aviation professionals. In the rare instance when a student behaves in a way which reflects adversely upon the reputation of the other students and staff, enrollment will be terminated in coordination with the region/center/headquarter **TPMO**.

j. The **CMD** curriculum is structured for optimum learning and efficiency. It is necessary that students arrive on time, report to each class session on time, and remain in class until released. Any late arrival must have the prior approval of the **TPMO** and the **CMD**. Early departure from **CMD** to make flight connections is not authorized, and departure flights should not be scheduled earlier than 1-1/2 hours after the scheduled class ending time. The starting and ending times for **CMD** classes are shown in the guest handbook.

\*

7. TEAMWORK. The administration of a first-rate management development facility such as the **CMD** is a matter of teamwork among agency policy makers, managers, **CMD** Staff, and students. Ideas for improving the training approach, course content, and administrative procedures of the **CMD** are welcome. Feedback is regularly solicited in student critiques, and formal evaluations and from **TPMOs**. Recommendations for changes from any source may be passed on to **TPMOs** to be relayed to the **CMD**.



Raymond A. Salazar  
Director, FAA Center for Management Development

f. Arrangements may be made to accommodate medically or religiously necessary requirements such as special meals, rooms accessible for persons confined to wheelchairs, handicapped parking, etc. **TPMOs** are required to advise **CMD** of students with special needs at least 5 days prior to their arrival.

g. Since lodging and three meals a day are Government furnished at **CMD**, limited per diem for incidentals is authorized. Refer to Order **1500.14A**, Travel Manual, for the current rate when preparing travel orders.

h. In accordance with agency regulations, most areas of **CMD** other than certain private dormitory rooms have been designated as non-smoking areas. For the safety and health of all personnel, strict adherence to the smoking rules at **CMD** shall be required by all students, staff, and visitors.

i. Palm Coast is a small community with the **CMD** as one of its most visible facilities. In order to preserve and enhance the public's perception of the FAA and its employees, the FAA staff and students are expected to conduct themselves in a manner consistent with their roles as aviation professionals. In the rare instance when a student behaves in a way which reflects adversely upon the reputation of the other students and staff, enrollment will be terminated in coordination with the region/center/headquarter **TPMO**.

j. The **CMD** curriculum is structured for optimum learning and efficiency. It is necessary that students arrive on time, report to each class session on time, and remain in class until released. Any late arrival must have the prior approval of the **TPMO** and the **CMD**. Early departure from **CMD** to make flight connections is not authorized, and departure flights should not be scheduled earlier than 1-1/2 hours after the scheduled class ending time. The starting and ending times for **CMD** classes are shown in the guest handbook.

\*

7. TEAMWORK. The administration of a first-rate management development facility such as the **CMD** is a matter of teamwork among agency policy makers, managers, **CMD** Staff, and students. Ideas for improving the training approach, course content, and administrative procedures of the **CMD** are welcome. Feedback is regularly solicited in student critiques, and formal evaluations and from **TPMOs**. Recommendations for changes from any source may be passed on to **TPMOs** to be relayed to the **CMD**.



Raymond A. Salazar  
Director, FAA Center for Management Development



